

Upcoming Dates

Bid Letting August 21, 2003 Fairmont Hot Springs near Anaconda, MT. Follow the signs from I-90.

DBE Room is Closed

After one year of working to assist and promote DBEs the night before the bid letting, it has been decided to close the DBE room. The room assisted new contractors and DBEs, but never received full participation by the contracting community and now with future web casts of bid lettings, it was thought that there would be even less contractor attendance. DBE Supportive Services will continue to strive to find ways to successfully assist DBEs.

DBE Participation/Goal Comparison

MDT federally funded projects

DBE Participation is 6.45%

DBE Goal is 7.36%

(Proposed DBE Goal for FY2004 is 7.26%)

MONTANA DBE PROGRAM

Debbie Riemann, Acting DBE Program Manager,
driemann@state.mt.us (406) 444-9229

Alice Flesch, Acting DBE Program Specialist,
aflesch@state.mt.us, 406-444-6337

Rebecca L. Johnson, DBE Supportive Services Manager,
rejohnson@state.mt.us (800) 883-5811

Bamby Campbell, DBE Supportive Services Admin. Assistant,
bamcampbell@state.mt.us

Vicky Koch, Civil Rights Bureau Chief
vkoch@state.mt.us (406) 444-6335

2701 Prospect Avenue/PO Box 201001, Helena, MT 59620-1001, (406) 444-6331, Fax (406) 444-7685 TTY (800) 335-7592 www.mdt.state.mt.us and click on Civil Rights Bureau



Barb Beck, Beck Consulting, Red Lodge, MT

New On-line DBE Quote Request Form

It is up and running! Contractors can now request quotes from DBEs for any project (MDT or non-MDT).

To use the on-line form, go to:

www.mdt.state.mt.us/civilrights/quotereq.html .

It takes only 1 minute to complete. Requests go directly to Rebecca and will be e-mailed to DBEs promptly.

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Changes to On-Line DBE Directory

MDT is working hard to develop a more efficient and user-friendly on-line DBE Directory. DBE Company work types will be reduced to 16 categories to provide users an easy-to-use directory. Web sites and e-mail addresses will be included. Links to company web sites and company business pages will also be added. It is currently being developed and will be available in approximately three months. Please look over the work-type categories listed below and let Rebecca know if these categories will work for your company. The work-type categories are:

- Professional/Consultant Services: Engineering : Cultural, Historical, Environmental, Wildlife
- Professional/Consultant Services: Architectural
- Professional/Consultant Services: Right-of-Way
- Professional/Consultant Services: Other
- Construction: Grading & Drainage
- Construction: Paving
- Construction: Structures/Buildings
- Construction: Trucking
- Construction: Traffic Control
- Construction: Landscaping
- Construction: Guardrail
- Construction: Fencing
- Construction: Electrical
- Construction: Other
- Supplier
- Manufacturer

DBE Reimbursement Program

Do you need a new computer, printer, Internet service, or new company web site or brochures?

Use your reimbursement funds to help finance these expenses. Half of the year is over. Now is the time to send in your reimbursements requests and paperwork to collect \$600 reimbursement funds for calendar year 2003. Funds can be used to help Montana DBE companies promote your company's growth. Out-of-state DBE firms are on a case-by-case basis. Talk to Rebecca and use these funds today.

The reimbursement program description and form are on the web at:

www.mdt.state.mt.us/civilrights/dbess.html

Free "Hire with Your Head" Recruiting Guide

Companies in Kalispell, Butte, Miles City, Polson, Anaconda, and Missoula can get a free copy of this guide just by asking your local Job Service. Montana Job Service's web site is: <http://jsd.dli.state.mt.us/>

As Read MDT July 24, 2003 Bid Letting Results

Project Title and # Participation Dollars / %	Prime Bidder	Low Bid Amt.	DBE
NH 1-2(68)138F Columbia Heights - East	Schellinger Construction Co., Inc.	\$2,966,207 \$ 214,219	7.23%
CM-STPP 50-2(37)88 19 th & Main - Bozeman	JTL Group, Inc. - Belgrade	\$2,108,635 \$ 380,424	6.26%
NH 0002(394) D3 - Non-Interstate Guardrail	Omo Construction, Inc.	\$1,342,264 \$ 536,906	40.00%
CM 1899(12) Off System Paving - Butte	Hollow Contracting	\$ 512,549	
STPX 81064(5) Big Sky Spur Slide	Sierra Rock & Dirt, Inc.	\$ 239,527	
BR 9020(21) Middle Fork Rock Cr. - SW of Phillipsburg	Frontier-West, L.L.C.	\$ 213,026	
STPHS 37-2(26)60 2001 - Ashland - West	Century Companies, Inc.	\$ 377,432 \$ 19,500	5.17%
NH 60-2(61)91 10th Ave. So. & 39th St. - Great Falls	Montana Lines, Inc.	\$ 142,559 \$ 71,509	50.16%
CM 24(18) Division/5th St. - Polson	Smith Paving & Contracting Enterprises Inc.	\$ 236,962 \$ 189,570	80.00%

MT Department of Transportation (MDT) Disadvantaged Business Enterprise (DBE) Goal

MDT has submitted to the Montana Division of the Federal Highway Administration (FHWA) a DBE goal of 7.26% for Federal Fiscal Year 2004. MDT expects to meet the DBE goal by achieving 4.76% via race-neutral means and 2.5% via race-conscious means. Documents in support of this application are available for public examination at the MDT Headquarters Building, 2701 Prospect Avenue, Helena, MT 59620, during regular business hours in the office of the Civil Rights Bureau until September 11, 2003. You may also request a copy of the document sent to FHWA describing DBE Goal Methodology and Achievement directly from Rebecca Johnson. Comments may be sent to the Civil Rights Bureau, MDT, 2701 Prospect Avenue, PO Box 201001, Helena, MT 59620-1001.

SPECIAL NOTICE TO SOLE PROPRIETORSHIPS RENEWING AN ASSUMED BUSINESS NAME

Bob Brown, Montana Secretary of State

As a married couple who filed as a sole proprietor when you registered your assumed business name, you need to change your registration from "sole proprietor" to either a "partnership" or "association", or you need to eliminate one of the names listed as sole proprietor. This change is being implemented based on a close examination of Montana Code Annotated, 35-10-102 5 (a) and 35-10-202, reconsideration of past practice, and consultation with our Business Services Advisory Council. We concluded that a sole proprietor is only one person. A married couple conducting a business meets the definition of a partnership. According to 35-10-202 (2), MCA "the association of two or more persons to carry on as co-owners a business for profit creates a partnership, whether or not the persons intend to create a partnership.

To change your registration to a partnership or association or eliminate one of the names of a married couple, complete the Application for Amendment to Registration of an Assumed Business Name form obtained from the Secretary of State's Office, 406-444-3665 or www.sos.state.mt.us. There is no fee for filing the changes to your registration under this new policy. However, there is a fee for filing a renewal form if that is necessary. To renew, also please obtain and fill out an Assumed Business Name Renewal form and send both signed forms with the \$20.00 fee to the Montana Secretary of State's Office, P.O. Box 202801, Helena, MT 59620-2801.

This is a small portion of what the Honorable Ken Mead, Inspector General, US Dept of Transportation, stated before the Committee on the Budget, U. S. House of Representatives on July 9, 2003. The portion below came from the speech entitled "Opportunity to Control Cost and Improve the Effectiveness of Department of Transportation Programs".

"Detecting and Preventing Fraud"

During the last 4½ years highway and transit-related fraud indictments have tripled, convictions have doubled, and monetary recoveries totaled more than \$80 million. We currently have over 100 ongoing investigations of infrastructure projects or contracts. Fraud schemes that we are commonly seeing today include bid-rigging and collusion among contractors; false claims for work or materials not provided on the project; product substitution by contractors or vendors who provide substandard or inferior materials; and bribery of inspectors to look the other way on their duty to ensure quality of work or materials; failure by contractors to pay workers required prevailing wages; and fraud against the Disadvantaged Business Enterprise (DBE) Program for minority and women contractors who are used as false-front companies. DBE fraud is an area with serious enforcement and compliance problems that requires more attention and appears to be nationwide in scope. In an effort to protect the Government's interest against fraud on transportation projects we recommended the Department adopt language in its highway reauthorization proposal to make debarment mandatory and final when a contractor is convicted of a fraud. In addition, since state programs are the ones damaged by fraud, allowing states to share in any recoveries would help them restore their programs and provide support for further fraud deterrence and detection efforts. "

The entire speech can be seen at the following web site:
http://www.oig.dot.gov/show_pdf.php?id=1123



All MDT Self-Issued Overweight Permits Cancelled

Effective July 31, 2003, MDT Motor Carrier Services is canceling all letters of agreement pertaining to self-issued overweight permits. There are two options for obtaining new permits. Call Rebecca today and get the memorandum with new instructions.

A Visit to a MDT Highway Construction Project Site by *Rebecca Johnson*

Project: Valier West STPP 44-1(11)0, Prime Contractor: Wickens Construction, Inc.,

MDT Project Manager: Mike Klette

I had the unique opportunity to work at an MDT highway construction project site the week of July 28th in the city of Valier, Northwest of Great Falls on Highway 44. I met many construction workers from United Rentals (traffic control) and Prince Inc. (paving) as well many MDT staff; Mike Klette, Kevin Theilmann, Nick Manley, Neil Fisher, Gale, and Tracy Grubb. Everyone was very kind to take time out of their busy schedule to tell a greenhorn about their work. It was a wonderful learning experience for someone who works behind a computer and desk back at MDT headquarters office.

Do you know what a screedman does? It is the person on the back of the paver who checks the depth of the asphalt on the road and adjusts the paver to ensure an even application of asphalt on the road. I worked in the job title of deadman, it is not as scary as it sounds. The deadman is on the survey crew – he/she holds the end of the tape measure on the traffic roadway to measure distances in order to mark approaches. I spent most of my time at Prince's hot plant, where they mix aggregate (commonly referred to as gravel by common folk), oil and lime at very hot temperatures to make asphalt. I took measurement readings from the plant control panel for aggregate, oil, and lime for quality control checks. The plant is an extremely busy place – belly dump trucks are loaded every 2-3 minutes with approximately 25 tons of asphalt. Did you know the asphalt oil can get as hot as 317degrees Fahrenheit? In one day the plant produced approximately 2,800 metric tons of asphalt. Did you know that pavement crackles and pops after the rollers go over the hot pavement? The workers come in at 6:00am and leave as late as 8:00pm. You just don't realize the intensity of working on these projects until you experience it – Everyone on a project site (cars driving thru as well as workers) must take extra caution when in the work zone because it is so loud, busy, and dangerous for people. It was a wonderful experience to see first hand a project under construction and learn how a road is built. I greatly admire everyone who works on these road projects – they endure long hours, hard work, hot temperatures, and the wind and dust to get roads built for the traveling public. Thank you. Next time I am driving on the road, I will remember all the hard work that goes into building that road and appreciate it a little more. Rebecca Johnson.



Valier Road Construction Project



Mike Sharp, Project Foreman, Prince



Prince Paver



Tracy Grubb, MDT, with Prince Screedman



Prince Roller on Hot Pavement



Prince Hot Plant Site



Gale with MDT taking gravel test sample



Neil Fisher, MDT, near hot oil tank



Nick Manley, MDT, drying gravel sample

New Employees: Should you have a probationary period?

From Montana Employment Law Letter, June 2001

In Montana, it's a good idea to have a probationary period for new employees. Because you have additional protection from wrongful discharge suits, you do have the opportunity to observe an employee's performance and weed out those who cannot do the job. But it won't work if you don't use it properly. You should monitor the employee's work during the probationary period, provide feedback, and meet with the employee before the probationary period ends, if you intend to terminate employment.

We know that in some other states a probationary period is considered a bad idea. In those jurisdictions, courts have said that an employee who completes his or her probationary period has an expectation of continued employment. That is not true in Montana. The law already gives employees an expectation of continued employment by telling you when you may discharge them.

Do you have to have a six-month probationary period? No. The law simply says that if your policies are silent on the subject, a six-month probationary period will be presumed. You can have a longer or shorter period as long as you can make some reasonable connection between the length of the probationary period and the position held. If a job is difficult to learn, you might have a longer time. If the job is simple, you may not need six months. You should, however, give it some thought and analysis.

Protections for both probationary and regular employees. You may not take action against an employee who has brought a workers' compensation claim or who has had wages garnished. You may not discriminate against a person who uses a lawful product such as tobacco or alcohol in his or her non-working hours. Under federal law, you may not punish an employee for exercising his or her rights to organize to discuss and bargain over working conditions. You cannot fire someone who has reported a violation of Occupational Safety and Health Administration or Mine Safety and Health Administration rules. In short, where the law gives employees a right, you cannot discriminate against them for exercising that right—even if they are still on probation.

New SSA garnishment coming

Here's when a withholding order would be issued

You may soon see a new type of garnishment crossing your desk. The Social Security Administration just announced a new proposal that would allow it to recover benefit overpayments through administrative wage garnishments (AWG). That means SSA could order you to withhold and pay the agency up to 15% of the employee's disposable income until the debt is repaid.

What to expect

If you do get one of these AWGs, here's what you'll probably see on it: the employee's name and Social Security number; amount of the debt; info about the amount you must withhold; and where to send the withheld amount. Within 20 days of receiving the order, you'll have to certify the person's employment status and amount of disposable pay available for withholding.

Generally, that amount would be the lesser of:

- ?? The amount indicated on the order (up to 15% of disposable pay), or
- ?? The amount disposable pay exceeds 30 times the minimum wage.

Then start withholding the first payday after receiving the AWG if you receive the order more than 10 days beforehand. If you get less than 10 days notice, it's OK to begin withholding on the second payday. (You wouldn't have to alter normal pay cycles to comply.)

Note that you wouldn't be able to honor any assignment of pay the employee makes if it would interfere with or prevent withholding under the AWG. The only exception: a family support judgment or order. As with other garnishments, you'd continue withholding every payday until the debt, and any applicable interest, penalties and administrative costs, are paid off.

When it's likely you'd get an order

SSA says it would only fall back on an AWG if the employee:

- ?? Isn't currently receiving benefits from the program under which the overpayment occurred
- ?? Already received the overpayment, a reminder and past-due notices
- ?? Hasn't made installment repayment arrangements with SSA or didn't stick to, for two consecutive months, an agreement already in place, and
- ?? Hasn't requested a waiver of the overpayment, or if he or she did request a waiver, SSA rejected.

From: *Federal Register*, 11/15/02, p. 61964

The Major Federal Statutes That Affect Every Employer

- ?? The Family and Medical Leave Act
- ?? The Fair Labor Standards Act
- ?? The National Labor Relations Act
- ?? The Occupational Safety and Health Act
- ?? Title VII of the Civil Rights Act of 1964
- ?? The Civil Rights Act of 1991
- ?? The Equal Pay Act of 1963
- ?? The Age Discrimination in Employment Act
- ?? The Pregnancy Discrimination Act
- ?? The Americans with Disabilities Act

Confused over Subcontracts

Every wonder what a good subcontract looks like? Here are some free tools to help you know.

Get a good start with the standard form of agreement (AIA A401-1997) between contractor and subcontractor that the American Institute of Architects has developed. This form is available to DBE companies free. Just call Rebecca today and a form will be ordered and sent directly to you. Also available is the CD-version of the Subcontractors' Guide to the AIA A201 and AIA A401 Construction Contract Documents developed by the American Subcontractors Association. The guide is a practical approach that concentrates on sections of the documents that are of particular interest to subcontractors. Call Rebecca to check out this CD from the DBE Lending Library.



Electronic MDT

The last bid letting on July 24th was a test for future web casts. MDT will sponsor a pilot test of the September bid letting using web cast technology. A few contractors will be able to view the bid letting via their computer and the Internet. Shortly thereafter, all contractors will have the option to watch the bid lettings via the Internet.

Also, watch for more MDT-sponsored meetings to be web cast-- with MDT personnel and contractors/consultants from other office locations at the meetings via web cast. Watch for more information on this new technology. Currently, MDT headquarters, Butte and Missoula district offices have the new technology. All district and area offices should have the technology by the end of the year. Remember, MDT attempts to provide reasonable accommodations for any known disability that may interfere with a person participating in any service, program or activity of the Department. Alternative accessible formats will be provided upon request.

Be Aware....

The following article is from "*Safety Reminder*" July-August 2003 Page 11.

"If you go to Google and type in your home telephone number, it will pull up directions to your home. Any person wishing to discover the physical location of a phone number, be it a home or business address, could use this feature to locate a physical street address and receive directions on how to get there from anywhere in the country.

"Go to www.google.com, then type in your phone number (separated by hyphens, including area code) and click on Google Search. If your phone number is listed, it will show your name and address and give you two map options: Yahoo and MapQuest.

-- but the good news is, there is a way to have your number removed. Google has made available an option that will allow any one to REMOVE their telephone number from the database that is linked to the mapping feature. If the number appears in the mapping database, an icon resembling a telephone will appear next to the first or second entry on the results page. Clicking on this icon will take you to a page containing a description of the service, and a link to request your number be removed from the database. So far, unlisted numbers and cell phone numbers do not show up." If this is a concern, you might want to check other web search engines.

Element K (Train via Computer)

Sign up for classes now – what a great benefit for your employees. They can access these classes anytime on their computer and work at their speed. Great prices of from \$40-\$100 for hundreds of classes. Invest in your employees now – get them signed up for classes. Sign up deadline is September 1st. Check out classes at ElementK web site: www.elementk.com. Call Rebecca for more details. You must use reimbursement funds for this expense.

Quote of the Month

Yesterday is not ours to recover, but
tomorrow is ours to win or lose.

Lyndon B. Johnson

MDT Highway Construction Projects Invitation for Bids, Letting of August 21, 2003

For the most complete and timely bid information, go to the web site <http://mdt.state.mt.us/ctrct/contract.htm> and click on Invitation for Bids. While the newsletter has notices posted, do not rely on this information alone.

Sealed bids on the following projects will be received by the MDT-Highways Division, Contract Plans Section, Room 101, 2701 Prospect, Helena, MT until 12:00 noon on August 20, 2003. Bids received in Helena by 12:00 noon will be taken to Anaconda, Montana. Sealed bids may also be hand delivered for acceptance to the Montana Department of Transportation's desk at **Fairmont Hot Springs Resort, Mt. Haggin Room, Anaconda, Montana**, from **8:00 a.m. to 9:00 a.m. on August 21, 2003**, the bids being publicly opened and read thereafter at 10:00 a.m. Bids proposals, plans, cross-sections, and full instructions to bidders are on file for examination, and may be obtained from the Contract Plans Section 406-444-6216, 6212 or 6215, Fax 406-444-7236 or go to web site <ftp://ftp.mdt.state.mt.us/contract/orderform.pdf> for order form.

1. **Jefferson City – Helena, Federal Aid Project No. IM 15-3(58)176** Plant mix bituminous surfacing overlay, seal and cover, and bridge repair on 23.3 km of the Jefferson City-Helena road on Interstate 15 in Jefferson County. DBE contract goals are 2.0%.
2. **Big Muddy Creek - SE of Redstone, Federal Aid Project No. BR 9046(10)** Construction of a 41m prestressed concrete beam structure & approaches with gravel surfacing on the Big Muddy Creek-SE of Redstone project in Sheridan County. DBE contract goals are 0.0%.
3. **D5 - Non-Interstate Guardrail, Federal Aid Project No. NH 0002(593)** Guardrail and Bridge Rail on the D5-Non-Interstate Guardrail project in Carbon, Yellowstone, Judith Basin, Fergus, Petroleum and Musselshell Counties. DBE contract goals are 0.0%.
4. **Sidewalks - Kalispell, Federal Aid Project No. CM 6799(24)** Construction of sidewalks on the Sidewalk-Kalispell project located in Flathead County. DBE contract goals are 0.0%
5. **Slide Repair – Beartooth Pass, Federal Aid Project No. MT (008)** Digouts, gravel, PCCP and plant mix bituminous surfacing on .4 km of the Beartooth Pass Road on Primary 28 in Carbon County. DBE contract goals are 0.0%
6. **Cedar St. Modification – Helena, Project No. AR 23226(1)** Remove and replace guardrail, relocate and install electrical apparatus, cold mill and excavate. Place subbase, base and plant mix bituminous surfacing, curb, seal & cover on the Cedar St. Modification – Helena project at the intersection of Cedar St. and Interstate 15 ramps in Lewis & Clark County. DBE contract goals are 0.0%
7. **Yellowstone River – SE of Sidney, Federal Aid Project No. STPP 26-1(13)1** The project consists of removing three existing reinforced concrete bridge piers from a previous bridge. The project is located on the Yellowstone River-SE of Sidney, Section 9, Township 22N, Range 59E in Richland County. DBE contract goals are 0.0%.

MT Contracting Opportunities

Technical Assistance and Sanitary Surveys for Montana Tribal Water Systems, Presolicitation Notice, RFQ-CO-03-00022, EPA, Bid Response Date: August 20, 2003, Maureen Martin, Purchasing Agent, Phone (303) 312-7089 martin.maureen@epa.gov <http://www.epa.gov/spg/EPA/OAM/8TMS-G/RFQ-CO-03-00022/listing.html>

Tom Tom Pipeline in Montana, Valley County, ESQ030133, BLM Montana, Bid Date: Sept 2, 2003, Construct a stock water development – upgrade existing well, install a pump control system, install reservoir and install pipeline. Lori Mading Purchasing Agent 4068965196 Lori_Mading@blm.gov <http://www.epa.gov/spg/DOI/BLM/NBC/ESQ030133/listing.html>

Two Crow Fences in Montana, Petroleum County, ESQ030132, BLM Montana, Bid Date: Sept 2, 2003, construct a four-wire fence 19.95 miles. Lori Mading Purchasing Agent 4068965196 Lori_Mading@blm.gov <http://www.epa.gov/spg/DOI/BLM/NBC/ESQ030132/listing.html>

306919, Waterborne Traffic Line Paint, Bid Date: Sept 5, 2003, MDT, <http://www.discoveringmontana.com/doa/gsd/osbs/AllSolListingNew.asp>

RFP04-676B Disaster Recovery and Business Continuity Services, Bid Date: Sept 5, 2003, General Services Division, Work includes disaster recovery, warm site, equipment drop shipment, capabilities, consulting, training, and web hosting. <http://www.discoveringmontana.com/doa/gsd/osbs/AllSolListingNew.asp>

Pverty Creek/Black Butte/Othorp Lake Fuel Reduction, RFQ-14-03-085, Bid Date: Sept 11, 2003, Tree thinning, tree removal, yarding and slashing. Jenny Votapka, Purchasing Agent, Phone 406-283-7684, Fax 406-283-7709, Email r1_kootenai_contracting@fs.fed.us <http://www.epa.gov/spg/USDA/FS/03J1/RFQ-14-03-085/listing.html>

Department of Agriculture, Forest Service, R-1 Kootenai National Forest, 1101 U.S. Highway 2 West, Libby, MT, 59923, Jenny Votapka, Purchasing Agent, Phone 406-283-7684, Fax 406-283-7709, r1_kootenai_contracting@fs.fed.us <http://www.epa.gov/spg/USDA/FS/03J1/R1-14-03-084/listing.html>

Buck Creek Trail, RFQ_R1-16-03-715Q, Bid Date: Sept 2, 2003, Bitterroot National Forest, Ravalli County,

August Business Calendar

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
					1	2
3	4	5	6	7	8	9
10	11 > Self-Discipline & Emotional Control Missoula	12 > August Safety Workshop Kalispell > Coaching, Mentoring & Team-Building Skills (Aug. 12-13) Bozeman > Self-Discipline & Emotional Control Helena	13 > August Safety Workshop Gt. Falls > Self-Discipline & Emotional Control Bozeman	14 > August Safety Workshop Missoula > Bootstrap Marketing Hamilton > Coaching, Mentoring & Team-Building Skills (Aug 14-15) Billings > Evaluating a Business Idea Hamilton > Managing by Numbers Hamilton > Self-Discipline & Emotional Control Great Falls	15 >8hr HAZWOPER Refresher Billings > Employment & Labor Laws in MT Billings	16
17	18 > Grammar & Proofreading Workshop Kalispell > Hand-On Web Site Development Billings (Aug. 18-19)	19 > August Safety Workshop Butte > Bootstrap Marketing Msla > Evaluating a Business Idea Missoula > Grammar & Proofreading Workshop Missoula	20 > Grammar & Proofreading Workshop Helena	21 > August Safety Workshop Helena > Grammar & Proofreading Workshop Bozeman	22 > Grammar & Proofreading Workshop Great Falls	23
24 >>>>	25 >2-Day Workshop for Personnel/HR Assistants Billings (Aug 24-25) > CPR/First Aid Billings	26 > Forklift Instructor Course Billings	27 > Financial Statement Analysis, Understanding & Interpreting Financial Results Billings	28	29 >Administrative Assistants Conference Billings	30
31	Sept. 1	Sept. 2 >Basic Supervision Billings	Sept. 3 >Assertiveness Skills for Mgrs. & Supervrs. Billings >14 th Annual Equipment Operator Training (Sept. 3-4) Gt. Falls	Sept. 4 >Basic Supervision Bozeman	Sept. 5 >Assertiveness Skills for Mgrs. Bozeman	

2003

14th Annual Equipment Operator Training, Sept. 3-4 Billings, \$90. Local Technical Assistance Program (LTAP), 800-541-6671, 406-994-6100 or fax 406-994-1697.

2-Day Workshop for Personnel/HR Assistants, Aug 24-25 Billings, \$399. CompuMaster 800-873-7545.

8 Hour HAZWOPER Refresher, Aug 15 Billings, \$150. Montana Safety Services Council, 406-248-4893 or acarrillo@associatedemployers.org.

Administrative Assistants Conference, Aug 29 Billings, \$199. SkillPath Seminars, 800-873-7545.

Assertiveness Skills for Managers and Supervisors, Sept 3 Billings, Sept 5 Bozeman, \$179. Keye Productivity Center, www.keyetrain.com or 800-258-7246.

August Safety Workshops, Aug 12 Kalispell, Aug 13 Great Falls, Aug 14 Missoula, Aug 19 Butte, Aug 21 Helena, no cost. MT State Fund, 800-332-6102, Rita Naylor.

Basic Supervision, Sept 2 Billings, Sept 4 Bozeman, \$179. Keye Productivity Center, www.keyetrain.com or 800-258-7246.

Bootstrap Marketing, Aug 14 Hamilton, Aug 19 Missoula, \$10. Small Business Administration, Steve Grover, 406-728-9234 or sbdc@mtdc.org.

Coaching, Mentoring & Team-Building Skills, Aug 12-13 Bozeman, Aug 14-15 Billings, \$395. National Seminar Group, www.natsem.com or 800-258-7246.

CPR/First Aid, Aug 25 Billings, \$60. Montana Safety Services Council, 406-248-4893 or acarrillo@associatedemployers.org.

Employment & Labor Law in Montana, Aug 15 Billings, \$249. Lorman Educational Services, 888-678-5565 or customerservice@lorman.com.

Evaluating a Business Idea, Aug 14 Hamilton, Aug 19 Missoula, \$10. Small Business Administration, Steve Grover sbdc@mtdc.org or 406-728-9234.

Financial Statement Analysis, Understanding & Interpreting Financial Results, Aug 27 Billings, \$289. Lorman Educational Services, onsite@lorman.com.

Forklift Instructor Course (Train the Tainer), Aug 26 Billings, \$100. Montana Safety Services Council, 406-248-4893 or acarrillo@associatedemployers.org.

Grammar & Proofreading Workshop, Aug 18 Kalispell, Aug 19 Missoula, Aug 20 Helena, Aug 21 Bozeman, Aug 22 Great Falls, \$99. CareerTrack 800-556-3009 or Fax: 913-967-8847.

Hands-On Web Site Development, Aug 18-19 Billings, \$1195. CompuMaster, 800-867-4340.

Managing by Numbers, Aug 14 Hamilton, cost?. SBA, Steve Grover, 406-728-9234 or sbdc@mtdc.org.

Self-Discipline & Emotional Control, Aug 11 Missoula, Aug 12 Helena, Aug 13 Bozeman, Aug 14 Great Falls, \$129. CareerTrack, 800-944-8503 or www.careertrack.com



Sandy Tilzey, Empire Lath & Plaster, Inc., Billings, MT



Bernard Pease, Bernard Pease Masonry, Inc, Billings, MT

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